



## **Process Improvement Trainings**

### **Course Descriptions**

#### **Purpose of Process Improvement Training**

To provide employees knowledge and skills that will exhibit a culture of continuous improvement in Iowa's state government as a way we meet customer's needs every day.

#### **How is the purpose accomplished?**

- Develop facilitators – staff who facilitate “big” process improvement needs
- Develop employees' ability to identify how to improve processes by learning to recognize waste and use tools to eliminate it.

## **PROCESS IMPROVEMENT COURSES**

#### **Lean Concepts, Tools & Facilitation**

Length: 2 days

Audience: Those training/exploring becoming a Lean Facilitator and those who lead teams regularly

Delivery: In-person

#### **Description:**

We are faced with solving problems - big and small – on a daily basis. Knowing tools and methods for how to solve those problems, or better yet avoid them upfront is a great resource to have. This class is an initial introduction to continuous improvements utilizing Lean methodology. This course includes an introduction to a few basic tools, methods and techniques for continually improving processes on a daily basis which helps to address or improve those problems.

This course will provide information on:

- Understanding Lean principles
- A few basis Lean tools and how to apply those into daily work
- Fundamental facilitation techniques for leading teams
- Steps for identifying, defining and scoping a problem – for a team project or a Lean event.



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### **Course Descriptions**

#### **Gemba & Visual Management**

Length: 4 hours

Audience: Those training to become a Lean Facilitator and those who lead teams regularly

Delivery: In-person

##### **Description**

Looking for a way to learn what processes are really occurring in a work area versus assuming what processes are happening? A Gemba is a way to walk the current process. It means to “go to where the work is”, in the office or on a manufacturing floor. Those “walking the process” follow the path of the “thing” moving to gain a better understanding of what is working and what might be waste in the current process.

One observation made during a Gemba is the availability of visual management in the work area. Visual management is a tool designed to communicate what is occurring at a glance.

This course will provide information on:

- Understanding the purpose and key elements of a Gemba walk
- Gemba walk vs general presence of management in the work area
- How Gemba fits with other Lean tools
- How to plan a personalized Gemba Walk
- What is Visual Management
- How to use visual managements and the benefits it offers

#### **The Art of Facilitation**

Length: 8 hours

Audience: Those training to become a Lean Facilitator and those who lead teams regularly

Delivery: In-person

##### **Description**

Have you been in a meeting where the facilitator stifled conversation, stole the show or allowed participants to rant, rave or act out? Meetings don't have to be like this and The Art of Facilitation will help you understand how to successfully facilitate a meeting while meeting the goals and outcomes of the organizer or sponsor.

Instructors will provide information on:

- Skills that all facilitators should exhibit
- How people process information
- Organizing and running a meeting
- Understanding behaviors and dealing with difficult situations



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#### **Problem Solving & Decision Making Tools**

Length 8 hours

Audience: Those training to become a Lean Facilitator and those who lead teams regularly

Delivery: In-person

Description

This course provides participants with a proven method to identify problems, analyze the process, target the root causes, generate solutions and develop an action plan to improve the system and provide quality outcomes.

Content:

The methodology and tools taught in this module provide a problem solving process which will simplify/clarify a troublesome or complicated issue. Each of these tools provides a clear and concise method of involving people impacted by topic and reporting information in a simplified fashion to make the process visible and accessible to all.

#### **Personal Efficiencies in the Workplace**

Length: 6-8 hours

Audience: Those training to become a Lean Facilitator and those who lead teams regularly

Delivery: In-person

Description:

Are you working against the clock instead of with it? With tools taught in personal efficiencies you can regain control of your personal workspace, prioritize, execute and analyze personal tasks more efficiently in order to gain back time.

Many know of the tools and their benefits at the larger program and process level but this module will focus on bringing them down to find efficiencies in the personal work/tasks that we do daily. There will be hands on activities during course that will require participants to bring items with them.

Instructors will go into detail on Lean tools such as:

- 5S – The effective and methodical process for reducing waste and making your personal workspace more efficient and organized.
- Mind Mapping – Break apart your ideas/concepts into all its parts so that you can piece it back together in a strategic way that allows you to prioritize areas of significance and focus.
- Kanban – A just-in-time delivery process where you match the incoming “to do” with the demands of the day/program using a visual management communication system.
- Standard Work – Find the most efficient and balanced flow of work that is sequenced, organized and repeatedly followed.
- Root Cause Analysis. – Solving the “wrong” problem can waste time and produce fewer results.



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### **Course Descriptions**

#### **Process Mapping**

Length: 4 hours

Audience: Those training to become a Lean Facilitator and those who lead teams regularly

Delivery: In-person

Description

Often times we think we know how work moves through a process, however, we often really only know our piece of the process. A process map makes a process visible by illustrating the flow of the work. It creates a common understanding of a process, allows for standard training and can assist with identifying areas of improvement.

The instructor will provide information and hands-on training on:

- Become familiar with the standard process used when facilitating process mapping
- Understand the purpose and importance of process mapping
- Learn how to review a process map

#### **Standard Work**

Length: 4 hours

Audience: Those training to become a Lean Facilitator and those who lead teams regularly

Delivery: In-person

Description

Ever have a process that is being done by five people five different ways with different outcome?

Standard work is the written and visual documentation of the most efficient and safest way to consistently perform a task. By understanding the common characteristics and benefits of standard work, customers can know what to expect from the services and goods you provide.

This class will walk through the process for developing standard work.

Content:

Instructor will cover information on:

- Defining standard work
- Benefits of standard work
- How to capture standard work
- Identifying roles in standard work



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#### **STRATEGY CLASSES**

The following classes are for those whose agency has selected them to attend the Lean Facilitator training. Those individuals will be responsible for learning the standard process for facilitating Kaizen, Design, 5S or Value Stream mapping events used by the State of Iowa facilitators.

##### **Strategy Class for Kaizen and Design Events**

Length: 4 days

Pre-requisite: Lean Concepts, Tools & Facilitation

Audience: Those training to become a Lean Facilitator

##### **Description**

For those learning how to facilitate Lean events, the Strategy Class for Kaizen and Design does just that. This course covers the base standard process all Lean facilitators in the State of Iowa's training program utilizes when leading a Kaizen or Design event. The course provides hands-on experience to increase confidence in facilitation.

##### **Strategy Class for 5S**

Length: 1 day

Pre-requisite: Lean Concepts, Tools & Facilitation

Audience: Those training to become a Lean Facilitator

##### **Description**

This training will address the components and process for using the LEAN Strategy, 5S Methodology, in order to facilitate events with the purpose of creating and maintaining clean, orderly and high-performing workspaces using visual controls.

##### **Strategy Class for Value Stream Mapping**

Length: 2 days

Pre-requisite: Lean Concepts, Tools & Facilitation

Audience: Those training to become a Lean Facilitator

##### **Description**

For those learning how to facilitate Lean events, the Strategy Class for Value Stream Mapping does just that. This course covers the base standard process all Lean facilitators in the State of Iowa's training program utilizes when leading a Value Stream Mapping event. The course provides hands-on experience to increase confidence in facilitation.

Instructor will provide information on:

- Purpose of a value stream map
- The process for mapping value streams
- When to use value stream mapping